Form NLRB - 501 (2-08)

UNITED STATES OF AMERICA NATIONAL LABOR RELATIONS BOARD

CHARGE AGAINST EMPLOYER

INSTRUCTIONS:

E IN THIS SPACE
Date Filed
8/25/15

rile an original of this charge with NLRB Regional 1.	Director in which the alleged unfair labor practice of EMPLOYER AGAINST WHOM CHARGE IS BROU	JGHT
Name of Employer Amazon.com, Inc.		b. Tel. No. (866)203-8361 c. Cell No.
Address (street, city, state ZIP code) 3350 Laurel Ridge Ave, Ruskin, FL 33570-5526	e. Employer Representative Brian Owens Plant Manager	f. Fax No. g. e-Mail h. Dispute Location (City and State) Ruskin, FL
Type of Establishment (factory, nursing home, lotel) Electronic Commerce Provider	j. Principal Product or Service Electronic Commerce	k. Number of workers at dispute location 2000
membership or from engaging in othe Full name of party filing charge (if labor organiz	n for, and in order to discourage and reprotected concerted activities. Tation, give full name, including local name and numbers.	
(b) (6), (b) (7)(C) a. Address (street and number, city, state, and Z (b) (6), (b) (7)(C)		4b. Tel. No. [(b) (6), (b) (7)(C)] 4c. Cell No. [(b) (6), (b) (7)(C)]
		4d. Fax No. 4e. e-Mail (b) (6), (b) (7)(C)
. Full name of national or international labor orga rganization) None	inization of which it is an affiliate or constituent unit	(to be filled in when charge is filed by a labor
 DECLARATION I declare that I have read the above charge a my knowledge and belief. 	and that the statements are true to the best of	Tel. No. (b) (6), (b) (7)(C)
By: (b) (6), (b) (7)(C) (signature of representative or person making of	(b) (6), (b) (7)(C) Print Name and Title	Office, if any, Cell No. (b) (6), (b) (7)(C) Fax No.
Address: (b) (6), (b) (7)(C)	Date: 8-21-15	e-Mail (b) (6), (b) (7)(C)

WILLFUL FALSE STATEMENTS ON THIS CHARGE CAN BE PUNISHED BY FINE AND IMPRISONMENT (U.S. CODE, TITLE 18, SECTION 1001) PRIVACY ACT STATEMENT

PRIVACY ACT STATEMENT

Solicitation of the information on this form is authorized by the National Labor Relations Act (NLRA), 29 U.S.C. § 151 et seq. The principal use of the information is to assist the National Labor Relations Board (NLRB) in processing unfair labor practice and related proceedings or litigation. The routine uses for the information are fully set forth in the Federal Register, 71 Fed. Reg. 74942–43 (Dec. 13, 2006). The NLRB will further explain these uses upon request. Disclosure of this information to the NLRB is voluntary; however, failure to supply the information will cause the NLRB to decline to invoke its processes.

MEGION 10 CUNDIDAN

Morgan Lewis

Morgan, Lewis & Bockius LLP 1701 Market Street Philadelphia, PA 19103-2921 Tel. +1.215.963.5000 Fax: +1.215.963.5001 www.morganlewis.com

Joseph C. Ragaglia Partner +215.963.5365 jragaglia@morganlewis.com

September 29, 2015

VIA E-FILING AND ELECTRONIC MAIL

Mr. John W. Plympton Field Attorney National Labor Relations Board, Region 12 201 E Kennedy Blvd., Suite 530 Tampa, FL 33602-5824

Re: Amazon.com.kydc, LLC – Case No. 12-CA-158649

Dear Mr. Plympton:

Amazon.com.kydc, LLC ("Amazon" or the "Company") provides this position statement in response to the above-referenced charge filed by (b) (6), (b) (7)(C). The Company understands (b) (6), (b) (7)(C) to allege that Amazon has violated Sections 8(a)(1) and (3) of the National Labor Relations Act (the "Act") by disciplining "in relation for, and in order to discourage and others' union activities, union membership or from engaging in other protected concerted activities."

As discussed in more detail below, (b) (6). (b) (7)(c) allegation is without merit. (b) (6), (b) (7)(c) was disciplined solely for consistently failing to meet production requirements. There is nothing to support (b) (6), (b) (7)(c) allegation that the Company discriminated against cannot offer any evidence that the Company had any knowledge of any purported union or other concerted activities on part, or on the part of any other employee at the Ruskin facility, at the time was issued a Written Warning and Final Warning. Accordingly, allegation should be dismissed. In addition, while investigating (b) (6), (b) (7)(c)

The Company reserves the right to amend this statement or to present additional information, as necessary. All information in this letter, as well as any documents submitted to the Region, is being disclosed to the National Labor Relations Board ("NLRB" or "Board") solely for purposes of cooperating with its investigation in the instant matter. As such, the Company requests that the NLRB treat these documents as confidential and not disclose their content to anyone, including any other parties, any employees, or their attorneys, without the Company's express written permission, subject to the requirements of the Freedom of Information Act.

allegations, the Company discovered that its issuance of Final Warning was procedurally defective and decided to rescind both initial Written Warning and Final Warning. As such, it would not effectuate the purposes of the Act to continue processing this charge.

(b) (6), (b) (7)(C) charge should, therefore, be dismissed, absent withdrawal.

FACTUAL BACKGROUND

I. Amazon

Amazon.com operates websites that sell various products, including books, electronics, CDs, DVDs, and apparel. Amazon.com packages and ships products from warehouses called Fulfillment Centers, operated by Amazon.com.kydc. Amazon operates numerous Fulfillment Centers in North America, including one in Ruskin, Florida known internally as "TPA1." TPA1 houses an Amazon Fulfillment Engine ("AFE"), where associates work in teams to sort and pack multi-item customer orders for shipment. (b) (6), (b) (7)(C) was hired as a Seasonal Fulfillment Associate on (b) (6), (b) (7)(C) and was converted to full time status on January 25, 2015.²

II. Ruskin Fulfillment Center Production Standards

Associates in (b) (6). (b) (7)(c) area of production are expected to meet a standard rate for sorting and packing multiple items – known as "units" – per hour ("UPH"). Associates on team are expected to meet a rate of 160-170 UPH. Amazon measures associate productivity through a performance management process known as "PEP," which is focused on meeting business goals through team achievement and structured training. Under the program, associates who are not meeting performance expectations receive one-on-one attention from managers, who work with underperforming associates to identify barriers to success, and train and coach associates to maximize their potential.

Associate productivity at TPA1 is measured on a weekly basis. If an associate's production rate falls within the bottom 5% of the entire associate population within the facility, a manager will

²

The Region has requested (b) (6). (b) (7)(C) personnel file, which is attached as Exhibit A. Please note that personal identifying information (e.g., social security numbers, home addresses) has been redacted. The personnel file only contains a job application and personal identification information. The employee handbook is attached as Exhibit B and is maintained and accessible to employees on Amazon's internal website. Similarly, employees acknowledge receipt of policies and procedures electronically. Amazon is a virtually paperless company, and employees are well aware that the handbook and policies can be found online. Similarly, we have not included the complete personnel files for all employees working in the Amazon Fulfillment Engine department who were counseled, warned, or disciplined for failing to meet production standards during the period from November 1, 2014 to the present. However, all disciplinary documents for these employees are attached as Exhibit C.

meet with the associate to assess any barriers to success. If no significant barriers are found, the manager coaches the associate through what is known as a "5-5-5 audit," during which the manager observes the associate working for 5 minutes, followed by 5 minutes of coaching based on the manager's observations, followed by another 5 minutes of observation.

If the associate remains in the bottom 5% of associates the following week, the Company provides the associate with additional training through a Training Within Industry ("TWI") session, followed by another 5-5-5 audit two days later. If the associate falls within the bottom 5% the following week, he or she is issued a Written Warning, which is effective for 30 days. If the associate remains within the bottom 5% the following week, he or she is retrained again. If an associate is in the bottom 5% during any subsequent week while on an active Written Warning, the associate receives a Final Written Warning.

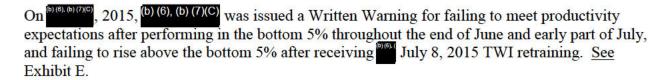
III. (b) (6), (b) (7)(C) Failure to Meet Production Standards

performance worsened, and consistently performed in the lowest production percentiles. From the middle of June, throughout the entire month of July, (b) (6), (b) (7)(C) was in the bottom 5%. In June and July, (b) (6), (b) (7)(C) performed in the bottom 5% in seven consecutive weeks. See Exhibit D. Throughout this period, (b) (6), (b) (7)(C) was trained and coached consistent with the Company's performance management process:

	WEEKLY PERFORMANCE AND TRAINING			
Week	Performance	Training		
May 6-May 12	5.9%			
May 13-May 20	4.3%	5-5-5 May 13; 5-5-5 May 15		
May 20-May 27	11%			
May 27-June 3	5.2%			
June 3-June 10	5.1%			
June 10-17	1.5%	5-5-5 June 16		
June 17-24	1.5%			
June 24-July 1	1.5%			
July 1-8	4.8%	TWI July 8		
July 8-15	4.3%			
July 15-22	2.2%			
July 22-29	1.9%			

Highlighted entries are those periods in which (b) (6), (b) (7)(C) was in the bottom 5% of associates.

3



While investigating the allegations in this charge, the Company discovered that (b) (6), (b) (7)(c) Final Warning was untimely because it was based on performance data for the week immediately following Written Warning. The Company decided to rescind the procedurally defective Final Warning. In addition, (b) (6), (b) (7)(c) initial Written Warning is no longer effective, having expired after 30 days. As such, there currently are no active warnings in file, and Final Warning has been entirely removed from file.

DISCUSSION

In order to show unlawful discrimination, there must, at a minimum, be protected activity, knowledge of that activity by the employer, and employer animus or hostility toward that activity. See Columbian Distribution Srvs, Inc., 320 NLRB 1068, 1071 (1996); Wright Line, Inc., 251 NLRB 1083, 1089 (1980), enf'd 662 F.2d 899 (1st Cir. 1981). Additionally, a Section 8(a)(3) violation necessarily depends on a causal connection between employee protected activities and an adverse employment action. See P.W. Supermarkets, 269 NLRB 839, 840 (1984). Mere suspicion, surmise, and conjecture are insufficient to form the basis for a violation. Cardinal Home Products, Inc., 338 NLRB 1004, 1009 (2003). (b) (6), (b) (7)(C) cannot show unlawful discrimination because, in fact, none has occurred.

I. The Discipline Issued to (b) (6), (b) (7)(C) was Unrelated to Any Alleged Union Activity or Other Protected Activity

alleges that was disciplined in retaliation for, and in order to discourage and others' union activities, union membership, or for engaging in other protected activities. This is not the case. The supervisors who issued (b) (6). (b) (7)(C) first Written Warning and Final Warning had no knowledge of any union activity taking place at TPA1, and certainly no knowledge of alleged involvement in any such activity. The only indications Company management

⁽b) (6), (b) (7)(C) final warning was issued on (b) (6), (b) (7)(C) 2015. The written warning attached as Exhibit F is dated (b) (6), (b) (7)(C), 2015, the date the warning was entered into Amazon's database.

Later in the day on (b) (6), (b) (7)(c) after (b) (6), (b) (7)(c) was issued Final Warning, an associate told Company management that (c) (6), (b) (7)(c) had given her a flyer with information regarding the AFL-CIO, and contact information for the National Labor Relations Board in Tampa. See Exhibit F. (b) (6), (b) (7)(c) has not been disciplined since the Company first learned about purported union activity. As such, (b) (6), (b) (7)(c) cannot show decision-maker knowledge of union or otherwise protected activity, animus toward that activity, or a causal connection between any such protected activity and (b) (6), (b) (7)(c) warnings for failing to meet production standards.

Moreover, any claim by (b) (6), (b) (7)(c) that a "quarterly report" demonstrates that production performance was anything but subpar, is entirely without merit. Quarterly AFE pack volume reports show the number of items an associate packed in the first quarter of the day. The reports do not measure employee productivity and have no bearing on performance-related discipline. The Company generates and posts daily quarterly reports for the sole purpose of updating associates on the Company's progress toward reaching Company packing goals and demonstrating to associates how their own packing contributions help the Company reach its overall goals. The reports merely list the number of total units each associate packed in the quarter. See, e.g. Exhibit H (AFE Pack 9/15/15). The reports do not account for the number of units an associate packs per hour, or the number of hours worked by an associate. As a result, associates listed on the report as having packed fewer units than (b) (6), (b) (7)(C) very well could have worked fewer hours than (did.5)

There simply is no basis for the claim that (b) (6), (b) (7)(C) was disciplined for anything other than chronic poor performance, notwithstanding that varying to bring a union into the building, nor the contention that was handing out union literature, could have had any bearing on warnings because they only came to the Company's attention after the warnings were issued.

The AFE Pack Report attached as Exhibit H is an example of a quarterly report. The entire collection of reports for each day from November 2014 is extremely voluminous, and it would take considerable time for the Company to compile. Please let us know if you require all of these reports.

For all of these reasons, (b) (6), (b) (7)(C) charge is without merit and should be dismissed, absent withdrawal.

CONCLUSION

Please let me know if you have any questions or need any additional information. In addition, if additional information or evidence is provided by the Charging Party, please afford the Company an opportunity to respond to it.

Sincerely,

/s/ Joseph C. Ragaglia
Joseph C. Ragaglia
Michael E. Lignowski
Kirsten B. White

Counsel for Amazon.com.kydc, LLC

Exhibit A

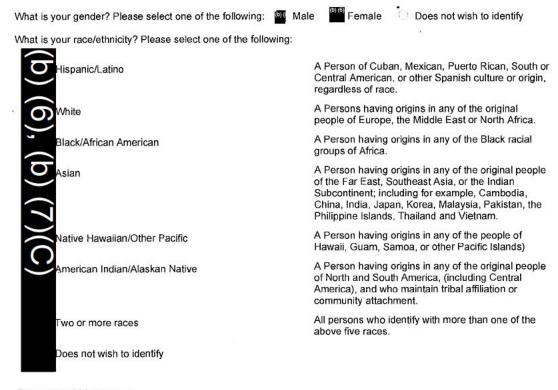
Employee Information Form

Biographical Details Details		
* Legal First Name: (DIG. (D)	Legal Middle Name:	
* Legal Last Name: (D)(5)(D)(7)	Legal Name Suffix:	v
Preferred First Name:	Preferred Last Name:	
* Date of Birth: (b) (6), (b) (7)(C)		
National ID Details		
Social Security Number:		
Home Address Details		
* Home Address 1:		
Home Address 2:		
* Home City: (DIG. (D) (7)(C)	* Home State:	• -
Home County:	* Home Postal Code:	
* Home Country: USA	20 - 21 - 12 - 14 - 14 - 14 - 14 - 14 - 14 -	
Mailing Address Details		
Mailing Address is same as Home Address		
Mailing Address 1: :		
Mailing Address 2:		
Mailing City: :	Mailing State:	
Mailing County:	Mailing Postal Code:	
Mailing Country: USA		
Phone Details		
	Preferred	
Mobile: -	•	
Home:	O	
E-Mail Address		
* Email: (b) (6), (b) (7)(C)		
Emergency Contact		
* Primary Contact	Secondary Contact (Optional)	
* Contact Name: (b) (6), (b) (7)(C)	Contact Name:	
* Relationship: Sibling	Relationship:	~
* Contact Number:	Contact Number:	

Voluntary Self-Identification

Gender/Race/Ethnicity

This employer is subject to certain governmental recordkeeping and reporting requirements for the administration of civil rights laws and regulations. In order to comply with these laws, this employer is required to invite the new hires to voluntarily self-identify their gender and race/ethnicity. Submission of this is voluntary, refusal to provide it will not subject you to any adverse treatment. The information will be kept confidential in the employer's database and will only be used for government reporting. Please answer the following questions:



Protected Veterans

Amazon is a Government contractor subject to the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended by the Jobs for Veterans Act of 2002, 38 U.S.C. 4212 (VEVRAA), which requires Government contractors to take affirmative action to employ and advance in employment: (1) disabled veterans; (2) recently separated veterans; (3) active duty wartime or campaign badge veterans; and (4) Armed Forces service medal veterans. These classifications are defined as follows:

- · A "disabled veteran" is one of the following:
 - · A veteran of the U.S. military, ground, naval or air service who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs; or
 - A person who was discharged or released from active duty because of a service-connected disability.
- · A "recently separated veteran" means any veteran during the three-year period beginning on the date of such veteran's discharge or release from active duty in the U.S. military, ground, naval, or air service.
- An "active duty wartime or campaign badge veteran" means a veteran who served on active duty in the U.S. military, ground, naval or air service during a war, or in a campaign or expedition for which a campaign badge has been authorized under the laws administered by the Department of Defense.
- An "Armed forces service medal veteran" means a veteran who, while serving on active duty in the U.S. military, ground, naval or air service, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985.

Protected veterans may have additional rights under USERRA—the Uniformed Services Employment and Reemployment Rights Act. In particular, if you were absent from employment in order to perform service in the uniformed service, you may be entitled to be reemployed by your employer in the position you would have obtained with reasonable certainty if not for the absence due to service. For more information, call the U.S. Department of Labor's Veterans Employment and Training Service (VETS), toll-free, at 1-866-4-USA-DOL.

If you believe you belong to any of the categories of protected veterans listed above, please indicate by checking the appropriate box below. As a Government contractor subject to VEVRAA, we request this information in order to measure the effectiveness of the outreach and positive recruitment efforts we undertake pursuant to VEVRAA.

I am a Protected Veteran am not a Protected Veteran I choose not to self-identify

Please provide your date of discharge or release from active duty (if applicable):

VOLUNTARY SELF-IDENTIFICATION OF DISABILITY

OMB Control Number: 1250-0005 Expires: 1/31/2017

Why are you being asked to complete this form?

Because we do business with the government, we must reach out to, hire, and provide equal opportunity to qualified people with disabilities. To help us measure how well we are doing, we are asking you to tell us if you have a disability or if you ever had a disability. Completing this form is voluntary, but we hope that you will choose to fill it out. If you are applying for a job, any answer you give will be kept private and will not be used against you in any way.

If you already work for us, your answer will not be used against you in any way. Because a person may become disabled at any time, we are required to ask all of our employees to update their information every five years. You may voluntarily self-identify as having a disability on this form without fear of any punishment because you did not identify as having a disability earlier.

How do I know if I have a disability?

You are considered to have a disability if you have a physical or mental impairment or medical condition that substantially limits a major life activity, or if you have a history or record of such an impairment or medical condition.

Disabilities include, but are not limited to:

- Blindness
- Deafness
- Cancer
- Diabetes
- Epilepsy

- Autism
- Cerebral palsy
- HIV/AIDS
- Schizophrenia
- Muscular dystrophy

- · Bipolar disorder
- Major depression
- Multiple sclerosis (MS)
- Missing limbs or partially missing limbs
- · Post-traumatic stress disorder (PTSD)
- Obsessive compulsive disorder
- · Impairments requiring the use of a wheelchair
- · Intellectual disability (previously called mental retardation)

* Please check one of the boxes below:

YES, I HAVE A DISABILITY (OR PREVIOUSLY HAD A DISABILITY)

NO, I DON'T HAVE A DISABILITY

ON'T WISH TO ANSWER



1/24/2015 6:24:51 PM

Date

Reasonable Accommodation Notice

Federal law requires employers to provide reasonable accommodation to qualified individuals with disabilities. Please tell us if you require a reasonable accommodation to apply for a job or to perform your job. Examples of reasonable accommodation include making a change to the application process or work procedures, providing documents in an alternate format, using a sign language interpreter, or using specialized equipment.

Section 503 of the Rehabilitation Act of 1973, as amended. For more information about this form or the equal employment obligations of Federal contractors, visit the U.S. Department of Labor's Office of Federal Contract Compliance Programs (OFCCP) website at www.dol.gov/ofccp.

PUBLIC BURDEN STATEMENT: According to the Paperwork Reduction Act of 1995 no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. This survey should take about 5 minutes to complete.

By clicking "Submit" you affirm that the above information is accurate and true.

salesforce.com

- Close Window
 Print This Page
 Expand All | Collapse All

App-483301

		71,11,11,11	
Application		2001.20	
Candidate	(b) (6), (b) (7)(C)	Source - Primary	Our Web Site
ArtDoc Candidate Id		How did you hear about this job	Career Section
Requisition	Fulfillment Associate - Ruskin, FL - TPA1	Source - Other	
Requisition ID	(b) (6), (b) (7)(C)	Rehire Eligibility Audit	Not Specified
Headcount Request		More Than One Application?	✓
Workflow	Legacy Taleo Workflow	Shift Comments	
Application ID	(b) (6), (b) (7)(C)	Special Skills	
<i>V</i>		AMZR Error Status	
Analisation Status	lu forum ati a n		
Application Status			
Step	Taleo Legacy Step	Candidate Withdraws Detail	
Substep	Taleo Legacy Substep	Amazon Rejects Detail	
My Job Status		Preferred Shift Code	
Scheduling Group		Hire Start Date	(b) (ð), (b) (7)(C)
Needeend Demo	of Post-U-		
Headcount Reques	st Details		
HCR Phone Tool Title		HCR Department Code	
HCR Hiring Manager Login		HCR Location Code	
HCR Manager		HCR Location Description	
HCR Day 1 Day		HCR Shift Code	
HCR Finance Week Number	0	HCR Shift Description	
HCR ALPS Code		HCR Shift Differential	
HCR Hire End Date		HCR Orientation Session	
Headcount Reques	st Numbers		
HCR Requested		HCR Matched	
HCR Open	0	HCR Hired	
Performance Data			
Agency		Paints	0.00
Hours	0.00	% to curve	0.00
Last Counsel	9	Overall Percentile	0.0
Perf Elig		Perf Pool	
(K)			

Accept

Background Check Information

BGC Authorization1

BGC Disclosure Date

BGC Authorization 1

Date

BGC Disclosure

BGC Authorization2

Free Consumer Report Requested?

BGC Authorization 2

eSignature Information

eSignature

Application eSignature Date/Time

6/24/2014 5:00 PM

Informatica User 14

English

System Information

Created By

Informatica User, 4/9/2015 3:01 AM

Last Modified By

(b) (6), (b) (7)(C), 8/15/2015 6:39 PM

Active? Tagged

Informatica Key

Owner

150002217CID001408924

Application Submitted

Most Recent Substep Change Date 4/9/2015

Agency Name

Language

Most Recent Substep

Change DateTime

Application Withdrawn

Timeslots Available?

Legacy Taleo Information

Taleo Shift

Taleo Step SubStep

T1DH Interview : Candidate Withdraws

Taleo FCLM Area

Taleo Hire End Date

Taleo FCLM Job

DF6-0730 : US FC Mon-Thur 10 hr 0730

Taleo Overall Assessment Taleo Overall

Taleo Shift Comments

Percentile

Taleo Shift Differential

Taleo AMP Eligibility

Taleo Orientation Date

1/28/2015

Taleo Pool C

36.02

YES

Taleo Orientation

Session

Taleo Application

414.48

Creation Date

Taleo Hours Worked

Taleo Hiring Area Manager

^{छ।ताद}@amazon.com -- Area Manager

Taleo Submission

Medium

Extension

Taleo Recruiter

Taleo E signature IP

Online

65.35,219.206

Taleo Scheduling Information

Taleo Department

Taleo Correspondence

Information

DateSent1:25-JUN-14 12.00.39

PM-ToText1:(b) (6), (b) (7)(C)

-Subject1:Your Amazon application for Fulfillment Associate - Ruskin, FL -TPA1 is complete!|DateSent2:25-JUN-14

06.40.41 PM-ToText2(b) (6), (b) (7)(C)

Subject2:Important Next Steps for your Amazon Application DateSent3:14-JUL-14

04.11.25

PM-ToText3:(b) (6), (b) (7)(C)

Subject3:We would like to speak with you about your Amazon application. DateSent4:22-JUL-14 12.35.18 PM-To Text4: (b) (6), (b) (7)(C) Subject4:ACTION REQUIRED - Appointment to Schedule DateSent5:30-JUL-14 01.25.42 PM-ToText5:(b) (6), (b) (7)(C) (b) (6), (b) (7)(C) Subject5:Your application for Fulfillment Associate - Ruskin, FL - TPA1 with Amazon has been withdrawn.

Taleo App Interview Info(DE)

Screenings

Screening Number Record Type Assessment Type Results Received Overall Score Status Status Date Expired? Expiration Date (b) (6), (b) (7)(C)

Responses

Res-10739696

In order to meet our customers' needs, we may restrict vacation and other extended absences during our busiest Question Text time(s) of the year. Generally, vacation is restricted between November and end of December. Are you able to work during this entire time frame without taking time off?

Response^{(b) (6), (}

Res-10739697

Question Text Are you willing to submit to a pre-employment drug test?

Response Score

Res-10739698

Question Text Are you currently employed?

Response Score

Res-10739699

Question Text Are you able to read and understand English well enough to perform the job, including understanding verbal instructions from your supervisor?

Response (0)(6) Score

Res-10886895

Question Text Are you 18 years of age or older?

Response (0)(6).
Score

Res-10886896

Question Text Do you have a High School Diploma, GED or equivalent?

Response Score

Res-10886897

Question Text. Please select one of the following. If more than one applies, please select the most recent.

Response (b) (6), (b) (7)(C)

Score

Res-11317986

Question Text Are you authorized to work in the U.S. without employer support or visa sponsorship?

Response

Score

Res-11357900

Question Text. Are you available to work a flexible schedule, including overtime as needed and major U.S. holidays?

Response

Score

Res-11416723

Question Text Are you willing to submit to a pre-employment background check?

Response Score

Res-11510086

Question Text. Are you willing and able to frequently lift up to 49 pounds with or without reasonable accomodations?

Response Score

Res-11510087

Question Text Are you willing to learn how to operate powered industrial equipment, including those which require extending 45 feet in the air?

Response Score

Res-11510088

Amazon Fulfillment offers many shift options to suit a variety of schedules. Most Amazon Fulfillment Centers operate 24 hours a day, 7 days a week in order to deliver an excellent customer experience. All our shifts require Question Text availability on Saturdays and/or Sundays.

Please indicate which days of the week you are able and willing to work.

Response (b) (6), (b) (7)(C)

Score

Application History

7/18/2015 9:55 PM

User (b) (6), (b) (7)(C)

Action Changed Owner from Informatica User to Informatica User14.

4/9/2015 3:01 AM

User Informatica User

Action Ruskin, FL - TPA1. Created.

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Experiences			liev	Experience			<u>alait Villa (olimbra e tuni e e a circo e e e</u> co è e circo de circo e e e e e e e e e e e e e e e e e e e		
Action Experience Number	Record Type	Start Date	End Date	Organization	eth Tele	Job Bescription	Program	Country	
Edit (b) (6), (b) (7)(C)									
亞山市									
Er58									
E ರಾ									

Exhibit B

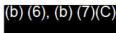
Exhibit B, which consists of the Amazon Owner's Manual and Guide to Employment, is exempt from disclosure under the FOIA Exemption 4.

amazon®

Owner's Manual And Guide to Employment

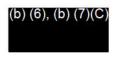
Exhibit C





<u>, </u>	Job Perform	nance - First Written
amazon.com	Associate Name:	(b) (6), (b) (7)(C)
Seattle of	Manager:	(b) (6), (b) (7)(C)
Summary		
how you are not meeting expectations.	In addition, this document describes the steps you and	inderds is a critical component of your job. This document provides specific details about your performance and your manager will take to assist you in Improving your performance. As a part of this conversation we are s can be made which would potentially assist you in Improving your performance.
Communication History		
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understand that the responsibility for br improvement is expected. A copy of this your manager or Learning if you believe	inging your performance up to an acceptable level rest warning will be placed in your personnel file (MyDocs)	cific details about your performance and how you are not meeting expectations. It is important for you to s with you. In the future, you must improve your contribution to your group and building performance (mmediate . We will provide you with additional coaching and support in the conting week. You are responsible for notifying r performance. If you do not meet and maintain your performance expectations and sustain improved imployment.
		ale agreement. If the associate refuses to sign the manager will write "refused to sign" on the associate sions, etc) up to and including termination of employment.
Associate Signature:	Date:	

1 of 1

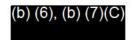


Job Performance - Final Written



amazon.com	Associate Name:	(b) (6), (b) (7)(C)	
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Summary			
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Details of Current Incident/Sp	ecific Concerns		
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Areas of Improvement Requi	red by Associate		
understand that the responsibility for brin improvement is expected. A copy of this v your manager or Learning if you believe a	iging your performance up to an acceptable level rests warring will be placed in your personnel file (MyDocs).	onic detaits about your performance and how you are not meating s with you. In the future, you must improve your contribution to you. We will provide you with additional coaching and support in the ci- performance. If you do not meet and maintain your performance imployment.	r group and building performance. Immediate coming week. You are responsible for notifying
Associate Comments	~ ~		
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		rate agraement. If the associate refuses to sign the manager will write "refused to sign" on the associate nations, ofthe associate nations, ofthe associate nations, ofthe associate nations, of the associate nations are made including termination of employment.
Associate Signature: Manager Signature:	 Date:	

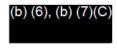


Supportive Feedback Document Job Performance - Final Written

Manager Signature:



amazon.com	Associate Name:	(b) (6), (b) (7)(C)	
The same of the sa	Manager:	(b) (6), (b) (7)(C)	
Summary			***************************************
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Associate Comments			
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amazon.com

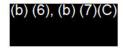
Supportive Feedback Document Job Performance - First Written

Associate Name:

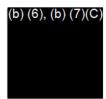
(b) (6), (b) (7)(C)

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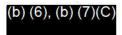
	Manager:	(b) (b), (b) (7)(c)
Summary		
how you are not meeting expectation	s. In addition, this document describes the steps you	s standards is a critical component of your job. This document provides specific details about your performance and and your manager will lake to assist you in improving your performance. As a part of this conversation we are ents can be made which would potentially assist you in improving your performance.
Communication History		
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process path, Your leadership team improvement in your performance s	has actively engaged and coached you on ways to inco o Training Within Industry (TWI) was conducted on 02/1 his written warning for performance, Period Start Unit C	one for the team godls. Your individual contribution has been significantly lower than the standards set for your nease your individual performance. The leadership team conducted 5-5-55 on 02/06/15 and 02/07/15. There was no 13/15 followed by another 5-5-5 on 03/29/15. Your individual productivity continued to be beliew standards set for you lount Hours Worked UPH % to Curve 3/25/15 5149 38:87 133.15 52.5 3/18/2015 33:10 28:89 114.57 45.2 3/11/2015
Areas of Improvement Re	quired by Associate	
understand that the responsibility to improvement is expected. A copy of your manager or Learning if you beld	r bringing your performance up to an acceptable level r his warning will be placed in your personnel file (MyDo	specifo details about your performance and how you are not meeting expectations. It is important for you to ests with you, in the future, you must improve your contribution to your group and building performance. Immediate ics). We will provide you with additional coaching and support in the coming week. You are responsible for notifying your performance. If you do not meet and maintain your performance expectations and sustain improved of employment.
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		dicate agreement. If the associate refuxes to sign the manager will write "refused to sign" on the associate pensions, etc) up to and including termination of employment.
Associate Signature:	Oate:	ASSERTABLE OF THE SECOND OF TH



Supportive Feedback Document Job Performance - Final Written



amazon.com	Associate Name:	(b) (6), (b) (7)(C)	
	Manager:	(b) (6), (b) (7)(C)	
Summary			
how you are not meeting expectations. In a	ddition, this document describes the steps you and you	ards is a critical component of your job. This document provid ur manager will take to as alst you in Improving your performat an be made which would potentially assist you in Improving yo	nce. As a part of this conversation we are
Communication History			
Below is a summary of your Productivity Co	ommunications		
Level Count Most Recent			
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Details of Current Incident/Spe	ecific Concerns		
your individual contribution continues to be for your process path were 201 which is 3: performance.	significantly lower than the standards set for you proce 5% lower than the average. Your individual productivity o	i, You were then issued a Willian Warning for your job perform iss path. For the period of 04/09/2015 — 04/15/15 your units p antinued to be beliew standards set for your process path wh	er hour were 132 and the average units per hou
Areas of Improvement Require	d by Associate		
understand that the responsibility for bring improvement is expected. A copy of this wa your manager or Learning if you believe ad	ing your performance up to an acceptable level rests will ming will be placed in your personnel file (MyDocs). We	s details about your performance and how you are not meetin th you. In the fullne, you must Improve your confribution to you e will provide you with additional coaching and support in the nformance. If you do not meet and maintain your parformance toyment.	or group and building performance. Immediate coming week. You are responsible for notifying
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Associate Signature:	Cate:	THE STATE OF THE S	



Job Performance - First Written

amazon.com

Associate Name:

(b) (6), (b) (7)(C



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And the state of	Manager:	(b) (6), (b) (7)(C)	
Summary			
how you are not meeting expectations. In	addition, this document describes the steps you ar	standards is a critical component of your job. This document provides specific d nd your menager will take to assist you in improving your performance. As a part ms can be made which would potentially assist you in improving your performan	of this conversation we are
Communication History			
Below is a summary of your Productivity (Communications		
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outh. Your leadership team has actively e performance an Training Within Industry has prompted this written warning for pe	ngaged and coached you on ways to increase your (TMI) was conducted on 02/2015 followed by anoth formance. For the period of 3/11/15 to 3/18/15 your you process path which has prompted this written w	or the team gouls. Your individua) contribution has been significently lower than the individual performance. The languaship team conducted multiple 5-5-5s. There neer 5-5-5 on 03/09/15. Your individual productivity continued to be believe standar until per hour were 100.9 and the average units per process path were 141.7. Your individual productivity continued to be believe standar until per process path were 141.7. You warning for performance.	was no improvement in your de set for your process path which
inderstand that the responsibility for brin improvement is expected. A copy of this v rour manager or Learning if you believe a	ging your performance up to an acceptable level re- vaming will be pleased in your personnel file (MyDoc	pocific details about your performance and how you are not meeting expectations as with you, in the future, you must improve your contribution to your group and the will provide you with additional coaching and support in the coming week our performance. If you do not meet and maintain your performance expectations of employment.	building performance. Immediale . You are responsible for notifying
		licate agreement. If the associate refuses to aign the manager will write "refused	l lo sign" on the associale
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Associate Signature:	Date:	The part of the second	
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Productivity - Final Written

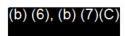
amazon.com

Associate Name:

(b) (6), (b) (7)(C)

(b)	(6),	(b)	(7)	(C)

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w.secr. " /	Manager:	(b) (6), (b) (7)(C)	
Summary			
how you are not meaning expectations. In	addition, this document describes the steps you and	ndards is a chical component of your job. This document pro your manager will take to assist you in improving your parion s can be made which would potentally assist you in improvin	mance. As a part of this conversation we are
Communication History			A R L L L L L L L L L L L L L L L L L L
Below is a summary of your Productivity	Communications		
Level Count Most Recent			
First Whiten 1 2015 (0) (6), (0) 19:16:	58 UTC		
Details of Current Incident/S	pecific Concerns		N IS N ISSUED
process path. Your leadership team has your performance so Training within Indo written warning your individual contribute	actively engaged and coached you on ways to increase usiny (TVII) was conducted on 2/2015 followed by anot on continues to be significantly lower than the standar as 153.99. Your individual productivity continued to be be	ions for the team goals. Your individual contribution has been a your individual performance. The leadorship team conduct her 5:5-5 on 3/09/15. You were then issued a Written Warning ds sel for you process path. For the period of 3/25/15 — 4/1/15 allow standards set for your process path which has prompte	ed multiple 5-5-5s. There was no improvement in g for your job performance on o (6)(15. Since your g your units per hour were 107.5 and the average
understand that the responsibility for brit improvement is expected. A copy of this your manager or Learning if you believe:	nging your performance up to an acceptable level rests waming will be placed in your personnel file (MyDocs).	ofic details about your performance and how you are not mee with you. In the future, you must improve your contribution to . We will provide you with addisonal coaching and support in t performance. If you do not meet and maintain your performa imployment	your group and huilding performance. Immediate the coming week You are responsible for notifying
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		ite agreemant. If the associate refuses to sign the manager v sions, etc) up to and including termination of employment.	vill write "refused to sign" on the associate
Associate Signature:	Date: Date:		



Productivity - Termination

amazon.com

Associate Name:

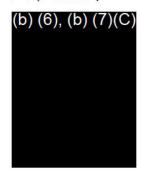
(b) (6), (b) (7)(C)

174.4-27		Manager:	(b) (6), (b) (7)(C)	
Summan	y			
		manco is not meeting Productivity Expectations, ting expectations	Meeting performance standards is a critical component of your job. This document provides a	specific details about your performance and
Commun	icatio	n History		
Below is a s	ummary	of your Productivity Communications		
Level	Count	Most Recent		
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First Winten	1	2015(b) (6), (c19:16:58 UTC		
Details o	f Cure	ent Incident/Specific Concerns	v v	
		ance expeciations, your employment will be lermi vement Required by Associate		
Associat	e Com	ments		
signature lin Associa	e . Failud ate Signa	e to Improve may result in turther corrective action	Signatura does not indicate agreement, if the associate refuses to sign the manager will write n (e.g. warnings, euspensions, etc) up to and including termination of employment. Date:	ı "rəfusad to sign" on the associate
Manag	jer Signa	iture:	Date:	

Acknowledged by associate on Aug 20, 2015 7:46:04 AM - Delivered by McNamara, Peter J. (mcnamara)

Supportive Feedback Document Behavioral - First Written

amazon.com



Summary

Your recent job performance is not meeting Behavioral expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

Communication History

Below is a summary of your Behavioral communications

Level	Count	Most Recent
Documented Coaching	1	(b) (6), (b) (7)(C) 2015 8:18:02 AM

Details of Current Incident/Specific Concerns

Based on your current behaviors, you have continually not met the expectations for the team goals. You have not followed Standard Work TWI that has been set for your respective process path. Your leadership team has actively engaged and coached you on ways to correct your behavioral opportunities on daily and weekly basis. The leadership team conducted 5-5-5s on 4/13, 6/4, 6/7, 6/13, 6/14, 7/5, and 8/7 to help remove barriers for you. Training Within Industry (TWI) was conducted on 5/3 to assist even further in your development. You are not performing your function in accordance with the expectation of Standard Work TWI and have continued to be below standards set for your process path which has prompted this behavioral written warning.

Areas of Improvement Required by Associate

Meeting Standard Work TWI is a critical component of your job. This warning provides specific details about your contribution to team goal and how you are not meeting expectations. It is important for you to understand that the responsibility for following Standard Work TWI for your set process path and your overall success rests with you. Immediate improvement is expected to correct these opportunities. A copy of this warning will be placed in your personnel file (Adapt). We will provide you with additional coaching and support in the coming week. You are responsible for notifying your manager or Learning if you believe additional coaching is needed in order to help you improve. If you do not meet and maintain Standard Work TWI and sustain improved behavior, you will be subject to further corrective action up to and including termination of employment.

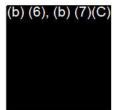
Associate Comments



Behavioral - Final Written

amazon com

Associate Signature: Manager Signature: Associate Name:



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and the same	Manager:	(b) (6), (b) (7)(C)	
Summary	, termetaterate of the	- MANAGE	
how you are not meeting expectations.	addition, this document describes the steps you	s standards is a critical component of your job. This document provides specifi and your manager will take to assist you in improving your performance. As a nents can be mada which would potentially assist you in improving your perfor	part of this conversation we are
Communication History			
Below is a summary of your Behavioral	Communications		
Level Count Most Recent	7		
Coach 1 2015(0) (6), (0 12.16:02 U	rc		
Details of Current Incident/S	pecific Concerns		
your team's morale and performance. Y discipline, up to and including terminall activity recorded during this time. You st	ou should focus all altention during your schedule on of employment. On (6) (6) (15, the Raceive AM app	duled shift, Excessive unproductive time will cause you to fail to meet our perfe d shifts to the task at hend and minimize unproductive time. Further incidents stroached you with a seek-to-understand conversation concerning 93:08 minut M.re-communicated Amezon's policy of staying on task and the impact time o uting to daily team goals.	of unproductive time may lead to further tes of time of task where there was no
Areas of Improvement Requ	red by Associate		
productive during your scheduled shift a morale and performance. In addition, yo	nd to stay on-task in your assigned function. Excer u are required to follow Amazon's break policy and	eet behavioral standards, and to conduct themselves with professionalism an salve unproductive time will cause you to fall to moet our performance expecta I ansure your breaks do not exceed 15 minutes. You should focus all attention breaks or unproductive time may lead to further discipline, up to and including	tions and may affect your team's a during your scheduled shifts to the
Associate Comments			
800			

By signing below associate acknowledges receipt of document only. Signature does not indicate agreement, if the associate refuses to sign the manager will write "refused to sign" on the associate

signature line. Failure to improve may result in further corrective aution (e.g. warnings, suspensions, etc) up to and including termination of employment.

Date:

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Acknowledged by associate on Sep 3, 2015 1:02:34 PM - Delivered by McNamara, Peter J. (mcnamara)

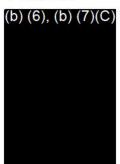
Supportive Feedback Document Job Performance - Final Written

amazon.com

Associate Name: (b) (6) (b) (7)(C)

Manager Name: (b) (6), (b) (7)(C)

Created On: (a) (6) (7)(C) (7)(C)



Summary

Your recent job performance is not meeting Productivity expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

Communication History

Below is a summary of your Productivity communications

Level	Count	Most Recent
Verbal Coaching	1	⁽⁰⁾⁽⁶⁾⁽⁰⁾⁽⁷⁾⁽⁶ 2015 11:58:22 AM
First Written	1	(D) (B) (D) (D) (D) (D) (D) (D) (D) (D) (D) (D

Details of Current Incident/Specific Concerns

biological biological based on your current performance, you have continually not met the expectations for the team goals. Your individual contribution has been significantly lower than the standards set for your process path. Your leadership team has actively engaged and coached you on ways to increase your individual performance. The leadership team conducted 5-5-5s on 4/13, 6/4, 6/7, 6/13, 6/14, 7/5, 8/7. There was no improvement in your performance so Training Within Industry (TWI) was conducted on 5/3 followed by another 5-5-5 on 6/4. Your individual productivity continued to be believed standards set for your process path which has prompted this written warning for performance.

Areas of Improvement Required by Associate

Meeting performance standards is a critical component of your job. This warning provides specific details about your performance and how you are not meeting expectations. It is important for you to understand that the responsibility for bringing your performance up to an acceptable level rests with you. In the future, you must improve your contribution to your group and building performance. Immediate improvement is expected. A copy of this warning will be placed in your personnel file (Adapt). We will provide you with additional coaching and support in the coming week. You are responsible for notifying your manager or Learning if you believe additional coaching is needed in order to improve your performance. If you do not meet and maintain your performance expectations and sustain improved performance, you will be subject to further corrective action up to and including termination of employment

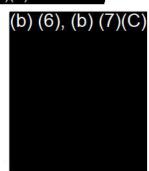
Associate Comments

Acknowledged by associate on (2015 10:18:05 AM - Delivered by (b) (6), (b) (7)(C)

Supportive Feedback Document Behavioral - First Written

amazon.com

Associate Name: (b) (6), (b) (7)(C) Manager Name: (b) (6), (b) (7)(C) Created On: (9) (5) (9) (7) (2015 10:18:05 AM



Summary

Your recent job performance is not meeting Behavioral expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

Communication History

Below is a summary of your Behavioral communications

Level	Count	Most Recent
Verbal Coaching	3	⁽⁰⁾⁽⁶⁾⁽⁶⁾⁽⁷⁾⁽⁶⁾ 2015 5:37:06 PM

Details of Current Incident/Specific Concerns

(b) (6), (b) (7)(C), based on your current performance, you have continually not met the expectations for the team goals. Your individual contribution has been significantly lower than the standards set for your process path, Your leadership team has actively engaged and coached you on ways to increase your individual performance. The leadership team conducted 5-5-5s on 07/08/2015 and 07/09/2015. There was no improvement in your performance so Training Within Industry (TWI) was conducted on 04/28/2015 followed followed by a total of 50+ 5-5-5s, with the most recent being on 08/26/2015. Your individual productivity continued to be bellow standards set for your process path which has prompted this written warning for performance.

Areas of Improvement Required by Associate

Meeting performance standards is a critical component of your job. This warning provides specific details about your performance and how you are not meeting expectations. It is important for you to understand that the responsibility for bringing your performance up to an acceptable level rests with you. In the future, you must improve your contribution to your group and building performance. Immediate improvement is expected. A copy of this warning will be placed in your personnel file (MyDocs). We will provide you with additional coaching and support in the coming week. You are responsible for notifying your manager or Learning if you believe additional coaching is needed in order to improve your performance. If you do not meet and maintain your performance expectations and sustain improved performance, you will be subject to further corrective action up to and including termination of employment

Associate Comments

Acknowledged by associate on 2015 5:25:30 PM - Delivered by (b) (6), (b) (7)(C)

Supportive Feedback Document Behavioral - Final Written

amazon.com

Associate Name: (b) (6), (b) (7)(C)

Manager Name: (b) (6), (b) (7)(C)

Created On: (b) (6), (b) (7)(C) 5:25:30 PM



Summary

Your recent job performance is not meeting Behavioral expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

Communication History

Below is a summary of your Behavioral communications

Level	Count	Most Recent
Verbal Coaching	3	(0)(6)(0)(7)(6), 2015 5:37:06 PM
First Written	1	(0)(6),(0)(7)(0), 2015 2:44:37 PM

Details of Current Incident/Specific Concerns

(b) (6), (b) (7)(C), based on your current performance, you have continually not met the expectations for the team goals. Your individual contribution has been significantly lower than the standards set for your process path. Your leadership team has actively engaged and coached you on ways to increase your individual performance. The leadership team conducted 5-5-5s on 09/02/2015 and 09/01/2015. There was no improvement in your performance so Training Within Industry (TWI) was conducted on 04/28/2015 followed followed by a total of 50+5-5-5s, with the most recent being on 09/02/2015. You were issued a 1st written warning on Productivity continued to be bellow standards set for your process path which has prompted this written warning for performance. Period Start Unit Count Hours Worked UPH % to Goal % to Curve Exempted 2015-08-26 5707 38.73 147.35 58.7 58.7 N 2015-08-19 5956 38.86 153.27 55.2 55.2 N 2015-08-12 6468 36.95 175.05 64.7 64.7 N 2015-08-05 6569 37.53 175.03 64.6 64.6 N 2015-07-29 6983 37.08 188.32 73.6 73.6 N 2015-07-22 5114 29.81 171.55 66.5 66.5 N

Areas of Improvement Required by Associate

Meeting performance standards is a critical component of your job. This warning provides specific details about your performance and how you are not meeting expectations. It is important for you to understand that the responsibility for bringing your performance up to an acceptable level rests with you. In the future, you must improve your contribution to your group and building performance. Immediate improvement is expected. A copy of this warning will be placed in your personnel file (MyDocs). We will provide you with additional coaching and support in the coming week. You are responsible for notifying your manager or Learning if you believe additional coaching is needed in order to improve your performance. If you do not meet and maintain your performance expectations and sustain improved performance, you will be subject to further corrective action up to and including termination of employment

Acknowledged by associate on [0](6)(0)(7)(0) 2015 10:16:40 AM - Delivered by (b) (6), (b) (7)

Supportive Feedback Document Behavioral - First Written

amazon.com

Associate Name: (b) (6), (b) (7)(C) Manager Name: (b) (6), (b) (7)(C) Created On: (0)(6)(0)(7)(6) 2015 10:16:40 AM



Summary

Your recent job performance is not meeting Behavioral expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

Communication History

Below is a summary of your Behavioral communications

Level	Count	Most Recent		
Verbal Coaching	1	(a) (b) (7)(c) 2015 8:54:02 AM		

Details of Current Incident/Specific Concerns

based on your current performance, you have continually not met the expectations for the team goals. Your individual contribution has been significantly lower than the standards set for your process path. Your leadership team has actively engaged and coached you on ways to increase your individual performance. The leadership team conducted 5-5-5s on 6/15/15 and 6/16/15. There was no improvement in your performance so Training Within Industry (TWI) was conducted on 7/13/2015 and 8/15/2105. Your individual productivity continued to be bellow standards set for your process path which has prompted this written warning for performance.

Areas of Improvement Required by Associate

Meeting performance standards is a critical component of your job. This warning provides specific details about your performance and how you are not meeting expectations. It is important for you to understand that the responsibility for bringing your performance up to an acceptable level rests with you. In the future, you must improve your contribution to your group and building performance. Immediate improvement is expected. A copy of this warning will be placed in your personnel file (MyDocs). We will provide you with additional coaching and support in the coming week. You are responsible for notifying your manager or Learning if you believe additional coaching is needed in order to improve your performance. If you do not meet and maintain your performance expectations and sustain improved performance, you will be subject to further corrective action up to and including termination of employment

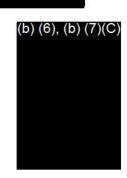
Associate Comments

Acknowledged by associate on (I)(1.0)(7)(2015 1:26:30 PM - Delivered by (I)(1.0)(7)(0)

Supportive Feedback Document Behavioral - Final Written

amazon.com

Associate Name: (b) (6), (b) (7)(C)
Manager Name: (b) (6), (b) (7)(C)
Created On: (b) (6), (c) (7)(Z) (2015 1:26:30 PM)



Summary

Your recent job performance is not meeting Behavioral expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

Communication History

Below is a summary of your Behavioral communications

Level	Count	Most Recent		
Verbal Coaching	2	(b)(6),(b)(7)(c) 2015 6:41:21 AM		
First Written	1	(0)(6).(0)(7)(0) 2015 8:39:26 PM		

Details of Current Incident/Specific Concerns

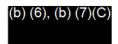
Your individual contribution has been significantly lower than the standards set for your process path. Your leadership team has actively engaged and coached you on ways to increase your individual performance. The leadership team conducted 5-5-5s on 6/15/15 and 6/16/15. There was no improvement in your performance so Training Within Industry (TWI) was conducted on 7/13/2015 and 8/15/2105. Your individual productivity continued to be bellow standards set for your process path which has prompted this written warning for performance.

Areas of Improvement Required by Associate

Meeting performance standards is a critical component of your job. This warning provides specific details about your performance and how you are not meeting expectations. It is important for you to understand that the responsibility for bringing your performance up to an acceptable level rests with you. In the future, you must improve your contribution to your group and building performance. Immediate improvement is expected. A copy of this warning will be placed in your personnel file (MyDocs). We will provide you with additional coaching and support in the coming week. You are responsible for notifying your manager or Learning if you believe additional coaching is needed in order to improve your performance. If you do not meet and maintain your performance expectations and sustain improved performance, you will be subject to further corrective action up to and including termination of employment

Associate Comments





Job Performance - First Written

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Communication History

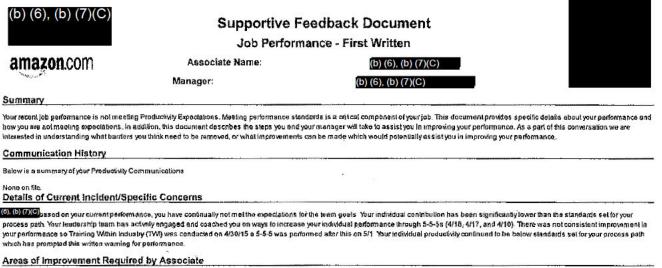
Summary

Associate Name:

Manager:

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)



(b) (6), (b) (7)(C)

None on file Details of Current Incident/Specific Concerns (b) (d). (b) (7)(C) based on your current performance, you have continually not met the expectations for the beam goals. Your individual contribution has been significantly lower than the standards set for your process path. Your leadership team has actively engaged and coached you on ways to increase your individual performance through 5-5-5s (4/18, 4/17, and 4/10). There was not consistent improvement in your performance so Training Within Industry (TWI) was conducted on 4/30/15 a 5-5-5 was performed after this on 5/1 Your individual productivity continued to be below standards set for your process path which has prompted this written warning for performance.

Areas of Improvement Required by Associate

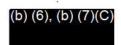
Below is a summery of your Productivity Communications

Meeting performance standards is a critical component of your job. This wasting provides specific details about your performance and how you are not meeting expectations. It is important for you to understand that the responsibility for bringing your performance up to an acceptable level rests with you. The expected performance measure in Pack Singles is a takt time of 28 seconds (blended), In the future, you must improve your contribution to your group and building performance. Immediate improvement is expected. Acopy of this warning will be placed in your personnel fite (Ith/Dars): We will provide you with additional coaching and support in the coming week. You are responsible for notifying your manager or Learning if you believe additional coaching is needed in order to improve your performance if you do not meet and maintain your performence expectations and sustain improved performance, you will be subject to further corrective action up to and including termination of employment

20		

signature line. Failure to improve may result in further corrective action (e.g. warnings, suspensions, etc) up to and including termination of employment.

Associate Signaturo:		Date:	
Manager Signature:	AL . No	Data:	

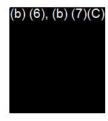


Supportive Feedback Document Job Performance - First Written

amazon.com

Associate Name:

(b) (6), (b) (7)(C)



amazonoum	Appendic Hame.	
Manager:		(b) (6), (b) (7)(C)
Summary		
how you are not meeting expectations	. In addition, this document describes the steps	ance standards is a critical component of your job. This document provides specific details about your performance and you and your manager will take to assist you in improving your performance. As a part of this conversation we are even and your manager which would potentially assist you in improving your performance.
Communication History		
Below is a summary of your Productiv	ity Communications	
None on file Details of Current Incident	Specific Concerns	
process path. Your leadership team h improvement in your performance so	as actively engaged and coached you on ways it Training Within Industry (TWI) was conducted on s written warning for performance. Period Start U	expeciations for the learn goals. Your individual contribution has been significantly lower than the standards set for your princrease your individual performance. The leadership team conducted 5-5-5s on 02/06/15 and 02/07/15. There was no no 02/13/15 followed by another 5-5-5 on 03/29/15. Your individual productivity continued to be believe standards set for your unit Count Hours Worked UPH %-to Curve 3/25/15 5178 38,49 134,48 52.7 3/18/2015 2980 20.30 148,80 57,6 3/11/2015
Areas of Improvement Req	uired by Associate	
understand that the responsibility for timprovement is expected. A copy of the your manager or Learning if you believe	onnging your performance up to an acceptable is is warning will be placed in your personnel file ()	des specific delaits about your performance and how you are not meeting expectations. It is important for you to seel reals with you. In the future, you must improve your contribution to your group and building performance, immediate MyDoss). We will provide you with additional coaching and support in the coming week. You are responsible for notifying rove your performance. If you do not meet and maintain your performance expectations and sustain improved alson of employment.
Associate Comments		
		ist indicate agreement. If the associate refuses to sign the manager will write "refused to sign" on the associate suspensions, otc) up to and including fermination of employment.
Associate Signature:		tato:
manager orginature.		GAV.

Acknowledged by associate on [DIELED T], 2015 5:53:49 PM - Delivered by (b) (6), (b) (7)(C)

Supportive Feedback Document Behavioral - First Written

amazon.com

Associate Name: (b) (6), (b) (7)(C)

Manager Name: (b) (6), (b) (7)(C)

Created On: (b) (6,0) (7) (2015 5:53:49 PM



Summary

Your recent job performance is not meeting Behavioral expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

Communication History

Below is a summary of your Behavioral communications

Level	Count	Most Recent
Documented Coaching	1	^{(b)(6),(b)(7)} 2015 11:51:34 PM
Verbal Coaching	1	^{(0)(6),(0)(7)(6} 2015 8:06:03 PM

Details of Current Incident/Specific Concerns

(b) (6), (b) (7)(C), based on your current performance, you have continually not met the expectations for the team goals. Your Individual contribution has been significantly lower than the standards set for your process path. Your leadership team has actively engaged and coached you on ways to increase your individual performance. The leadership team conducted 5-5-5s on 09/02/2015 and 09/01/2015. There was no improvement in your performance so Training Within Industry (TWI) was conducted on 09/01/2015 followed followed by a total of 50+5-5-5s, with the most recent being on 09/02/2015. You were Issued a 1st written warning on Your individual productivity continued to be bellow standards set for your process path which has prompted this written warning for performance. Period Start Unit Count Hours Worked UPH % to Goal % to Curve Exempted 2015-08-26 4380 28.91 151.50 55.2 55.2 N 2015-08-19 2699 15.55 173.57 61.2 61.2 N 2015-08-12 4871 26.25 185.56 70.0 70.0 N 2015-08-05 3519 16.55 212.63 79.0 79.0 N 2015-07-29 7177 36.52 196.52 75.7 75.7 N 2015-07-22 4693 23.33 201.16 81.3 81.3 N

Areas of Improvement Required by Associate

Meeting performance standards is a critical component of your job. This warning provides specific details about your performance and how you are not meeting expectations. It is important for you to understand that the responsibility for bringing your performance up to an acceptable level rests with you. In the future, you must improve your contribution to your group and building performance. Immediate improvement is expected. A copy of this warning will be placed in your personnel file (MyDocs). We will provide you with additional coaching and support in the coming week. You are responsible for notifying your manager or Learning if you believe additional coaching is needed in order to improve your performance. If you do not meet and maintain your performance expectations and sustain improved performance, you will be subject to further corrective action up to and including termination of employment.

Acknowledged by associate on 2015 5:08:28 PM - Delivered by (b) (6), (b) (7)(C)

Supportive Feedback Document Behavioral - First Written

amazon.com

Associate Name: (b) (6), (b) (7)(C)

Manager Name: (b) (6), (b) (7)(C)

Created On: (b) (6), (b) (7)(C)

2015 5:08:28 PM

(b) (6), (b) (7)(C)

Summary

Your recent job performance is not meeting Behavioral expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

Communication History

Below is a summary of your Behavioral communications

Level	Count	Most Recent
Documented Coaching	2	^{(0)(6),(0)(7)(6} 2015 5:47:25 PM
First Written	1	^{(0)(6),(0)(7)} , 2015 6:53:58 AM

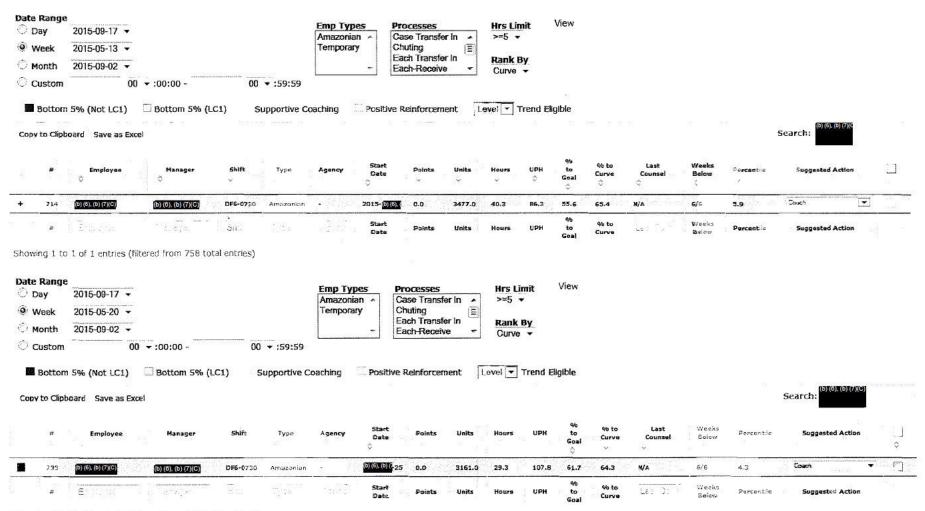
Details of Current Incident/Specific Concerns

(b) (6) (7)(C), based on your current performance, you have continually not met the expectations for the team goals. Your individual contribution has been significantly lower than the standards set for your process path. Your leadership team has actively engaged and coached you on ways to increase your individual performance. The leadership team conducted 5-5-5s on 09/01/2015 and 08/30/2015. There was no improvement in your performance so Training Within Industry (TWI) was conducted on 04/28/2015 followed followed by a total of 50+5-5-5s, with the most recent being on 09/01/2015. Your individual productivity continued to be bellow standards set for your process path which has prompted this written warning for performance. Period Start Unit Count Hours Worked UPH % to Goal % to Curve Exempted 2015-08-26 6725 42.06 159.89 62.3 62.3 N 2015-08-19 2697 14.84 181.74 65.1 65.1 N 2015-08-12 1921 10.00 192.10 84.0 84.0 N 2015-08-05 5828 27.08 215.21 86.7 N 2015-07-29 8194 37.86 216.43 76.3 76.3 N 2015-07-22 1880 11.86 158.52 57.9 57.9 N

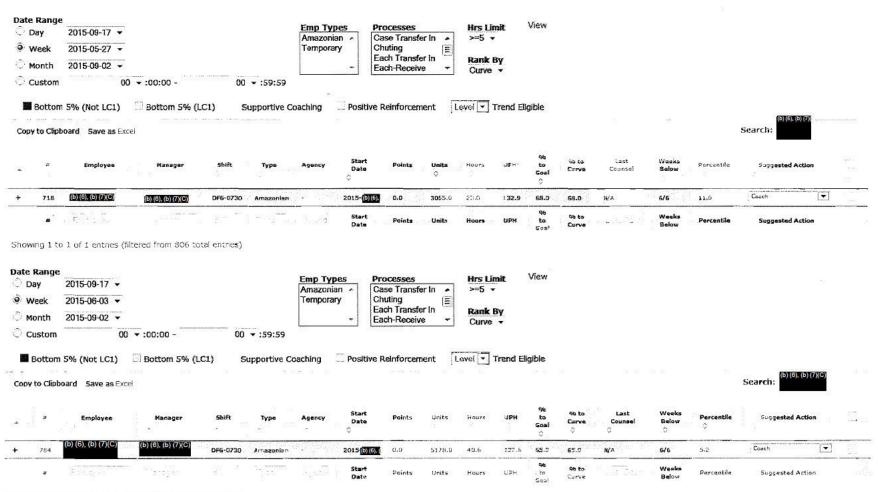
Areas of Improvement Required by Associate

Meeting performance standards is a critical component of your job. This warning provides specific details about your performance and how you are not meeting expectations. It is important for you to understand that the responsibility for bringing your performance up to an acceptable level rests with you. In the future, you must improve your contribution to your group and building performance. Immediate improvement is expected. A copy of this warning will be placed in your personnel file (MyDocs). We will provide you with additional coaching and support in the coming week. You are responsible for notifying your manager or Learning if you believe additional coaching is needed in order to improve your performance. If you do not meet and maintain your performance expectations and sustain improved performance, you will be subject to further corrective action up to and including termination of employment

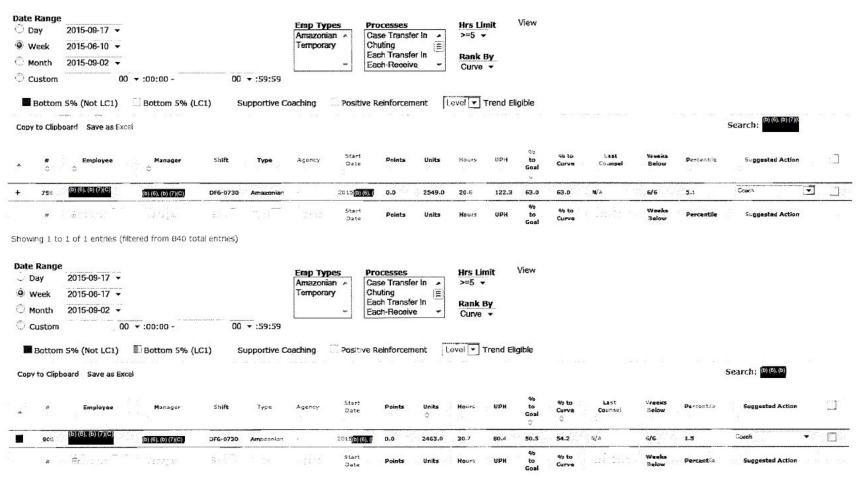
Exhibit D



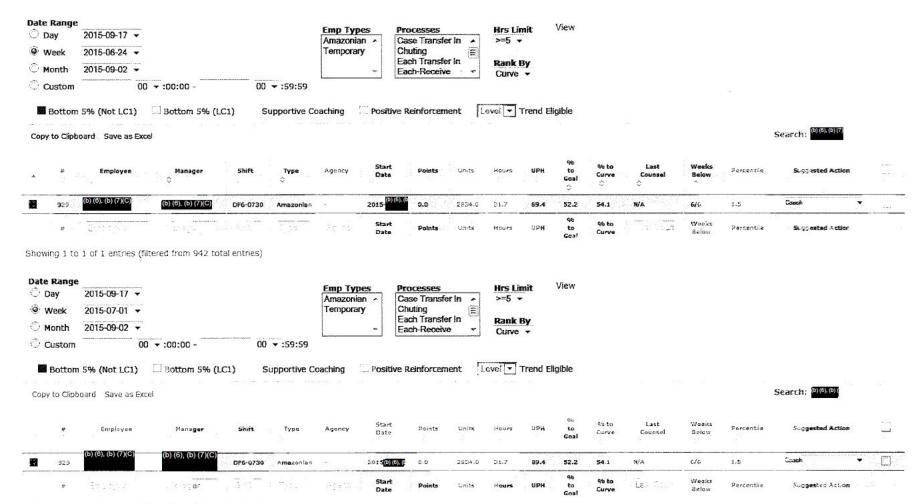
Showing 1 to 1 of 1 entries (filtered from 765 total entries)



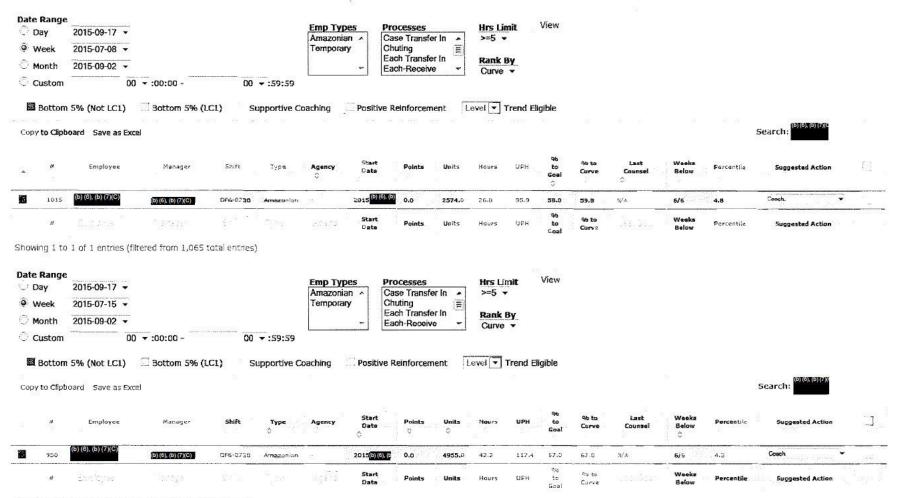
Showing 1 to 1 of 1 entries (filtered from 826 total entries)



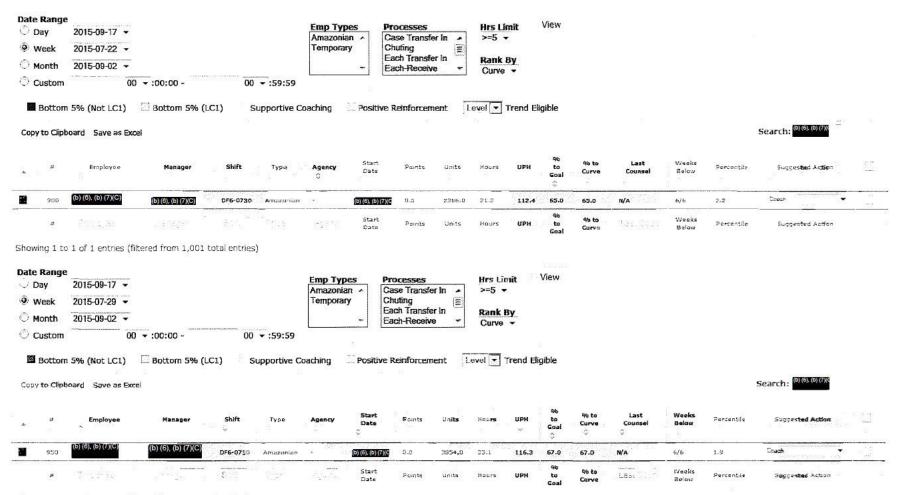
Showing 1 to 1 of 1 entries (filtered from 921 total entries)



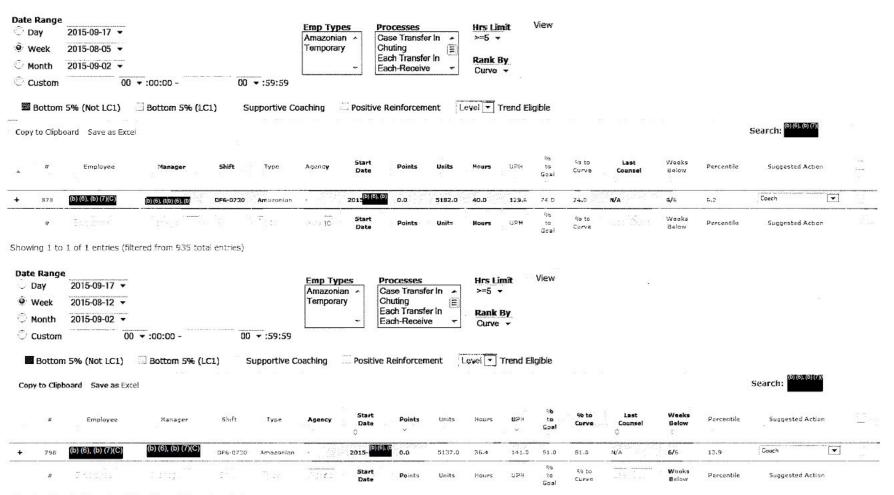
Showing 1 to 1 of 1 entries (filtered from 942 total entries)



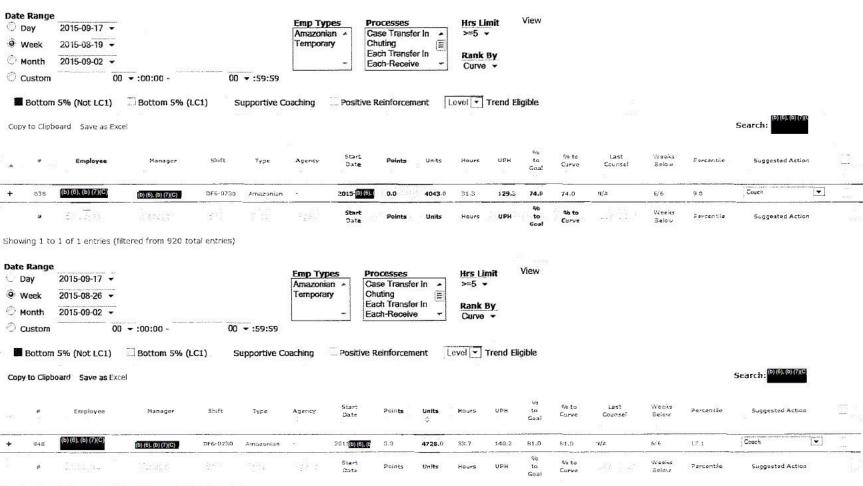
Showing 1 to 1 of 1 entries (filtered from 992 total entries)



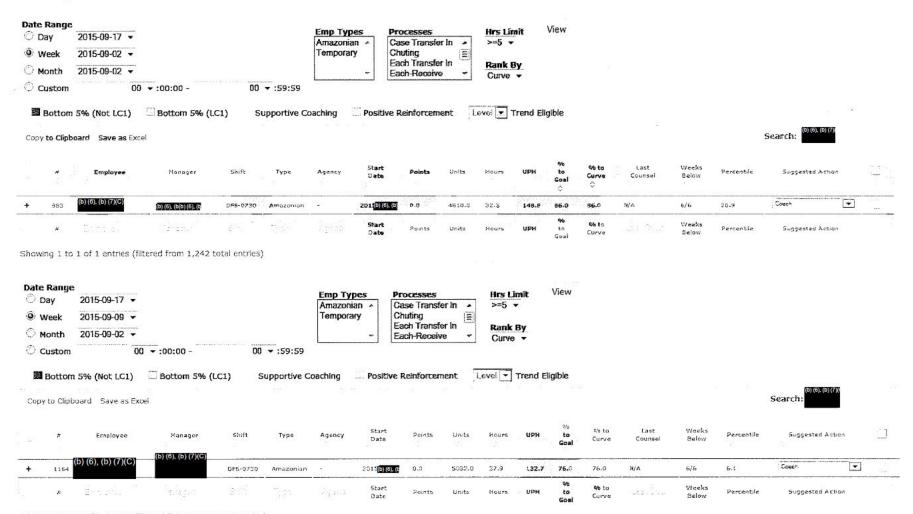
Showing 1 to 1 of 1 entries (filtered from 967 total entries)



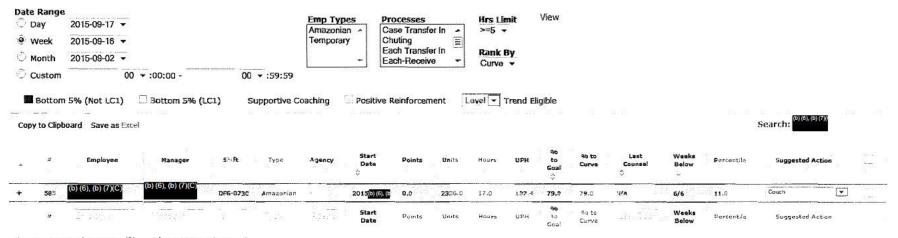
Showing 1 to 1 of 1 entries (filtered from 926 total entries)



Showing 1 to 1 of 1 entries (filtered from 1,022 total entries)



Showing 1 to 1 of 1 entries (filtered from 1,239 total entries)



Showing 1 to 1 of 1 entries (filtered from 656 total entries)

Exhibit E



Acknowledged by associate on 2015 3:56:58 PM - Delivered by (b) (6), (b) (7)(C)

Supportive Feedback Document Job Performance - First Written

amazon.com

Associate Name: (b) (6), (b) (7)(C) (b) (6), (b) (7)(C) Manager Name: (b) (6), (b) (7)(C) (b) (6), (b) (7)(C)
Created On: (b) (6), (b) (7)(C)
2015 3:56:58 PM



Summary

Your recent job performance is not meeting Productivity expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

Communication History

Below is a summary of your Productivity communications

Level Count Most Recent

Details of Current Incident/Specific Concerns

(b) (6), (b) (7)(C) based on your current performance, you have continually not met the expectations for the team goals. Your individual contribution has been significantly lower than the standards set for your process path. Your leadership team has actively engaged and coached you on ways to increase your individual performance. The leadership team conducted multiple 5-5-5's. There was no improvement in your performance so Training Within Industry (TWI) was conducted on 07/08/15. Your individual productivity continued to be bellow standards set for your process path which has prompted this written warning for performance.

Areas of Improvement Required by Associate

Meeting performance standards is a critical component of your job. This warning provides specific details about your performance and how you are not meeting expectations. It is important for you to understand that the responsibility for bringing your performance up to an acceptable level rests with you. In the future, you must improve your contribution to your group and building performance. Immediate improvement is expected. A copy of this warning will be placed in your personnel file. We will provide you with additional coaching and support in the coming week. You are responsible for notifying your manager or Learning if you believe additional coaching is needed in order to improve your performance. If you do not meet and maintain your performance expectations and sustain improved performance, you will be subject to further corrective action up to and including termination of employment.

Associate Comments

Associate Signature: Acknowledged by (b) (6), (b) (7)(C) (BadgelD: (b) (6), (b) (7)(C)

Date: 06.0000 2015 3:56:58 PM

Manager Signature: Acknowledged by (b) (6), (b) (7)(C) (BadgelD:

Date: 0161.00(7)(6) 2015 3:56:58 PM

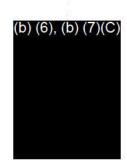
Exhibit F

Refused to sign by associate on Aug 23, 2015 9:32:53 AM - Delivered by Young, Joseph (josepy)

Supportive Feedback Document Job Performance - Final Written

amazon.com

Associate Name: (b) (6), (b) (7)(C) (b) (6), (b) (7)(C) Manager Name: (b) (6), (b) (7)(C) (b) (6), (b) (7)(C) Created On: (b) (6), (b) (7)(C) 2015 9:32:53 AM



Summary

Your recent job performance is not meeting Productivity expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

Communication History

Below is a summary of your Productivity communications

Level	Count	Most Recent		
First Written	1	(b) (6), (b) (7)(C)	2015 1:59:57 PM	

Details of Current Incident/Specific Concerns

(b) (6), (b) (7)(C) based on your current performance, you have continually not met the expectations for the team goals. Your individual contribution has been significantly lower than the standards set for your process path. Your leadership team has actively engaged and coached you on ways to increase your individual performance. The leadership team conducted 5-5-5s on 05/15/15 and 06/15/15. There was no improvement in your performance so Training Within Industry (TWI) was conducted on 07/08/15 followed by another 5-5-5 on 07/31/15 and 08/03/15. You were then issued a Written Warning for your job performance on on the standards set for you process path. For the period of 07/29/15 à 08/05/15 your units per hour were 116.3 and the average units per hour for your process path were 161.1. Your individual productivity continued to be bellow standards set for your process path which has prompted this final warning for performance.

Areas of Improvement Required by Associate

Meeting performance standards is a critical component of your job. This warning provides specific details about your performance and how you are not meeting expectations. It is important for you to understand that the responsibility for bringing your performance up to an acceptable level rests with you. In the future, you must improve your contribution to your group and building performance. Immediate improvement is expected. A copy of this warning will be placed in your personnel file (MyDocs). We will provide you with additional coaching and support in the coming week. You are responsible for notifying

about:blank 9/10/2015

Feedback Document Page 2 of 2

your manager or Learning if you believe additional coaching is needed in order to improve your performance. If you do not meet and maintain your performance expectations and sustain improved performance, you will be subject to further corrective action up to and including termination of employment

Associate Comments

Associate Signature: (b) (6), (b) (7)(C) REFUSED TO SIGN

Date: (b) (6). (b) (7)(C) 2015 9:32:53

AM

Manager Signature: Acknowledged by (b) (6), (b) (7)(C) (BadgelD:

Date: (b) (c) (7)(c) 2015 9:32:53 AM

about:blank

9/10/2015

Exhibit G



PUNISHED FOR SUPPORTING A UNION

MOST WORKING PEOPLE have the legal right to join or support a union and to engage in collective bargaining. The National Labor Relations Board (NLRB) now requires most employers to post a notice (https://www.nlrb.gov/poster) advising employees of their rights under the National Labor Relations Act (NLRA) (https://www.nlrb.gov/rights-we-protect). Under the NLRA, workers have the right to:

- Attend meetings to discuss joining a union.
- Read, distribute and discuss union literature (as long as you do this in non-work areas during non-work times, such as breaks or lunch hours).
- Wear union buttons, T-shirts, stickers, hats or other items on the job at most worksites.
- Sign a card asking your employer to recognize and bargain with the union.
- Sign petitions or file grievances related to wages, hours, working conditions and other job issues.
- Ask other employees to support the union, to sign union cards or petitions or to file grievances.

Here's what an employer legally cannot do under the NLRA:

- Threaten employees with loss of jobs or benefits if they join or vote for a union or engage in protected concerted activity.
- Threaten to close the plant if employees select a union to represent them.
- Question employees about their union sympathies or activities in circumstances that tend to interfere with, restrain or coerce employees in the exercise of their rights under the act.

- Promise benefits to employees to discourage their union support.
- Transfer, lay off, terminate or assign employees more difficult work tasks because they engaged in union or protected concerted activity.

Employers routinely mount workplace wars to stop workers from forming unions, legally and illegally.

If you think your employer has violated your right to a voice on the job, you can get help filing charges (https://www.nirb.gov/forms) with the NLRB from your union, if you belong to one, or from the union you are trying to join. Charges must be filed within six months of the alleged illegal conduct. The NLRB can order your employer to stop interfering with employee rights and to provide back pay or reverse any action against workers for their union activity.

Check It Out

- Employee Rights, National Labor Relations Board (https://www.nirb.gov/rights-we-protect/employee-rights)
- America Rights at Work (www.americanrightsatwork, org/)
- Your Rights/Forming a Union, by the IUOE (www. iuoe.org/WhyJointUOE/YourRightsFormingaUnion/ tabid/88/Default.aspx)

Q

Find Your Regional Office

Directory

1-866-667-NLRB

Español

Wational Labor Relations Board Search
Tampa Branch Phone Number: (813) 228-2641 Search Tools

Home

Rights We Protect

What We Do

Who We Are

Cases & Decisions

News & Outreach

Reports & Guidance

Home

Sign up for NLRB Updates

What We Do

The National Labor Relations Board is an independent federal agency vested with the power to safeguard employees' rights to organize and to determine whether to have unions as their bargaining representative. The agency also acts to prevent and remedy unfair labor practices committed by private sector employers and unions.

Conduct Elections

The National Labor Relations Act provides the legal framework for private-sector employees to organize bargaining units in their workplace, or to dissolve their labor unions through a decertification election.

investigate Charges

Employees, union representatives and employers who believe that their rights under the National Labor Relations Act have been violated may file charges alleging unfair labor practices at their nearest NLRB regional office.

Facilitate settlements

When a charge is determined to have merit, the NLRB encourages parties to resolve cases by settlement rather than litigation whenever possible.

Decide Cases

On the adjudicative side of the NLRB are 40 Administrative Law Judges and a Board whose five members are appointed by the President and confirmed by the Senate.

Enforce Orders

The majority of parties voluntarily comply with orders of the Board. When they do not, the Agency's General Counsel must seek enforcement in the U.S. Courts of Appeals. Parties to cases also may seek review of unfavorable decisions in the federal courts.

Resources

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HOW TO JOIN OR FORM

A UNION

COLLECTIVE BARGAINING

TRAINING AND <u>APPRENTICESHIPS</u>

Union members earn better wages and benefits than workers who aren't union members. On average, umon workers' wages are 27 percent higher than their nonumon counterparts.

GLOBAL LABOR MOVEMENT

Untonized workers are 60 percent more likely to have employer-provided pensions.

FAITH AND LABOR

MEMBER BENEFITS

More than 79 percent of union workers have jobs that provide health insurance benefits, but less than half of nonunion workers do. Unions help employers create a more stable, productive workforce-where workers have a say in improving their jobs.

Unions help bring workers out of poverty and into the middle class. In fact, in states where workers don't have union rights, workers' incomes are lower.

We're

Exhibit H

AFE Pack 9/15/15

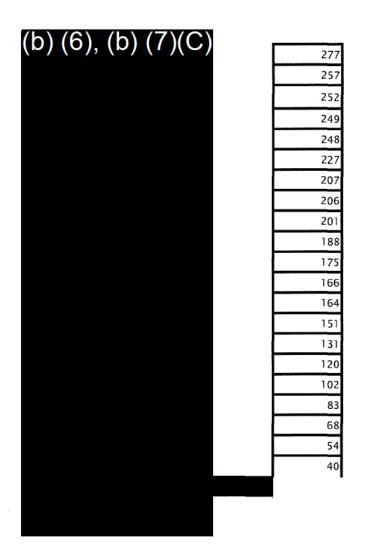
	Pack Goals	Pack
Q1	14960	15748
Q2		
Q3		
Q4		
Total	14960	15748

Pack-Chuting

Quarter 1

Name				
(b)	(6),	(b)	(7)	(C)

Total Units Packed		
	559	
	513	
	464	
	458	
	454	
	450	
	437	
	422	
	420	
	415	
	414	
	405	
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	318	
	310	
	306	
	303	
	281	
	280	





UNITED STATES GOVERNMENT NATIONAL LABOR RELATIONS BOARD

REGION 12 201 E Kennedy Blvd Ste 530 Tampa, FL 33602-5824 Agency Website: www.nlrb.gov Telephone: (813)228-2641 Fax: (813)228-2874

November 17, 2015

Joseph C. Ragaglia, Esq. Morgan, Lewis & Bockius LLP 1701 Market Street Philadelphia, PA 19103-2921

Kirsten B. White, Esq. Morgan, Lewis & Bockius, LLP 1111 Pennsylvania Avenue, NW Washington, DC 20004-2541

Re: Amazon.com, Inc.

Case 12-CA-158649

Dear Mr. Ragaglia and Ms. White:

This is to advise you that I have approved the withdrawal of the charge in the above matter.

Very truly yours,

Margaret J. Diaz Regional Director

cc:

(b) (6), (b) (7)(C)

Amazon Fulfillment Engine 4036 Paddlewheel Dr Brandon, FL 33511-7992

Brian Owens, Plant Manager Amazon.com, Inc. 3350 Laurel Ridge Ave Ruskin, FL 33570-5526